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ABSTRACT

It is beneficial to identify three administrative teams through linking pins: the principal is the linking pin between the instructional team and the administrative team; the superintendent is the linking pin between the administrative team and the policy team, which includes the board of education; the administrative team consisting of all administrators plus the policy team is known as the management team. Reasons for a management team include recent power shifts between employers and employees, increasing pressure on administrators, and the need for more effective decisions. In instituting a management team, a redefined role is necessary for all parties concerned. Important components of an administrative team are effective communication, support of administrators by the board, an opportunity for administrators to select agenda items and supply input to policy-making, and a fair procedure for determining administrator salaries. (Author/JM)

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Discussion Group: Developing An Effective Board-Administrative Team
Thursday, February 15, 1979

A. A. S. A.

111th Convention

DEVELOPING AN EFFECTIVE BOARD-ADMINISTRATIVE TEAM

EA 012 222

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CONVENTION - AMERICAN ASSOCIATION OF SCHOOL ADMINISTRATORS

NEW ORLEANS, LOUISIANA THURSDAY, FEBRUARY 15, 1979

10 A.M.

TOPIC: "DEVELOPING AN EFFECTIVE BOARD-ADMINISTRATIVE TEAM"

CHAIRPERSON: DR. W. B. ROYSTER, SUPERINTENDENT, SCHOOL DISTRICT 5, ANDERSON, S. CAROLINA

PRESENTERS: MARGARET BUVINGER, PRESIDENT, NATIONAL SCHOOL BOARDS ASSOCIATION AND BOARD MEMBER--ENID, OKLAHOMA

DAVID B. MARTIN, EXECUTIVE VICE PRESIDENT, OHIO SCHOOL BOARDS ASSOCIATION

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DR. BURTON M. NYGREN, SUPERINTENDENT OF SCHOOLS, GRAND FORK, ND

PRESENTATION OF DAVID B. MARTIN

I INTRODUCTION

GENERAL COMMENTS:

OHIO'S MANAGEMENT ORGANIZATIONS....OFFICERS AND STAFF.... HAVE SPENT CONSIDERABLE TIME ON THE SUBJECT "DEVELOPING AN EFFECTIVE BOARD-ADMINISTRATIVE TEAM."

ALSO....A COMMITTEE OF STATE SCHOOL BOARD ASSOCIATION EXECUTIVE DIRECTORS IS WORKING ON A MANAGEMENT TEAM POSITION PAPER TO RECOMMEND TO THE BOARD OF DIRECTORS OF THE NATIONAL SCHOOL BOARDS ASSOCIATION. INPUT, OF COURSE, IS BEING SOLICITED FROM THE NATIONAL ASSOCIATIONS INVOLVED IN PUBLIC SCHOOL ADMINISTRATION.

I AM PLEASED TO SHARE WITH YOU THE PHILOSOPHY OF THE MANAGEMENT ORGANIZATIONS IN OHIO REGARDING THE BOARD-ADMINISTRATIVE TEAM. MY REMARKS WILL BE CENTERED ON FOUR QUESTIONS:

1. THE MANAGEMENT TEAM....WHAT IS IT?
2. WHY HAVE IT?
3. WHO'S ON IT?
4. HOW DO YOU KNOW IF YOU HAVE IT?

AT THIS TIME I WOULD LIKE TO DISTRIBUTE A BOOKLET ENTITLED "THE MANAGEMENT TEAM: A RECOMMENDED APPROACH FOR OPERATING OHIO'S PUBLIC SCHOOLS." THIS POSITION PAPER HAS BEEN APPROVED BY THE GOVERNING BOARDS OF ALL OF THE STATE ADMINISTRATOR ORGANIZATIONS AS WELL AS THE OHIO SCHOOL BOARDS ASSOCIATION....WE ARE COMMITTED TO MAKING THE CONCEPT WORK.

II THE MANAGEMENT TEAM: WHAT IS IT?

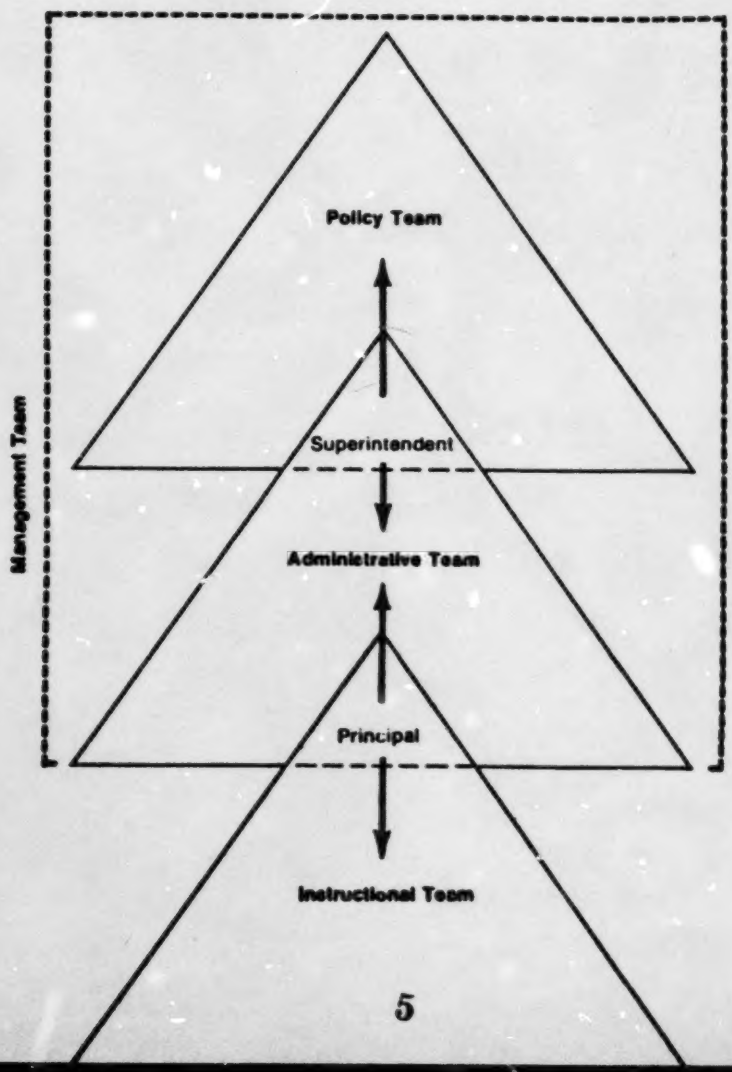
THERE IS SO MUCH TALK ABOUT THIS SUBJECT THAT WE ARE AT THE POINT....OR PERHAPS PAST THE POINT....WHERE WE NEED A STANDARD DEFINITION OF TERMS.

MANAGEMENT TEAM....ADMINISTRATIVE TEAM....LEADERSHIP TEAM.... INSTRUCTIONAL TEAM....BUILDING TEAM....POLICY TEAM.... LEADERSHIP CONSORTIUM....AND VARIOUS OTHER TERMS ARE USED TO DESCRIBE SOME TYPE OF TEAM APPROACH TO OPERATING OUR PUBLIC SCHOOLS.

IN OHIO WE HAVE AGREED THAT IT WOULD BE BENEFICIAL TO DEFINE THREE TEAMS CONNECTED THROUGH LINKING PINS. (PLEASE TURN TO PAGE 7 OF YOUR BOOKLET):

1. THE PRINCIPAL IS THE LINKING PIN BETWEEN THE INSTRUCTIONAL TEAM AND THE ADMINISTRATIVE TEAM.
2. THE SUPERINTENDENT IS THE LINKING PIN BETWEEN THE ADMINISTRATIVE TEAM AND THE POLICY TEAM WHICH INCLUDES THE BOARD OF EDUCATION.
3. THE ADMINISTRATIVE TEAM CONSISTING OF ALL ADMINISTRATORS (AND DETERMINED LOCALLY)....PLUS THE POLICY TEAM....IS KNOWN AS THE MANAGEMENT TEAM.

Three Teams Connected Through Linking Pins



IT IS IMPORTANT TO RECOGNIZE THAT NO TWO MANAGEMENT TEAMS ARE....OR SHOULD BE....IDENTICAL IN MAKE-UP OR MODE OF OPERATION.

FOR EXAMPLE ALL ADMINISTRATORS IN A SMALL DISTRICT CAN HAVE A DIRECT INVOLVEMENT IN THE MANAGEMENT TEAM....WHERE IN A LARGE DISTRICT SHEER NUMBERS WOULD NECESSITATE A "REPRESENTATIVE TEAM" APPROACH.

III WHY HAVE IT?

IN ORDER TO UNDERSTAND THE CONCEPT OF TEAM MANAGEMENT....IT IS NECESSARY TO FURTHER DEFINE WHAT "MANAGEMENT" IS.

PETER DRUCKER MADE THE FOLLOWING OBSERVATION REGARDING THE IMPORTANCE OF MANAGEMENT:

> "MANAGEMENT IS THE ORGAN, THE LIFE-GIVING, ACTING, DYNAMIC ORGAN OF THE INSTITUTION IT MANAGES. WITHOUT THE INSTITUTION THERE WOULD BE NO MANAGEMENT. BUT WITHOUT MANAGEMENT....THERE WOULD ALSO BE ONLY A MOB RATHER THAN AN INSTITUTION."

IN OUR POSITION PAPER....ON PAGE 5....WE HAVE AGREED ON THE FOLLOWING DEFINITION OF MANAGEMENT:

> "MANAGEMENT INVOLVES ASSUMING A LEADERSHIP ROLE IN FORMULATING REALISTIC AND CHALLENGING OBJECTIVES AND DOING EVERYTHING POSSIBLE--IN WORKING WITH PEOLPE AND MATERIAL RESOURCES--TO ACHIEVE AGREED UPON OBJECTIVES."

SOME OF THE MOST COMMON REASONS FOR ADVOCATING THE MANAGMENT TEAM CONCEPT ARE:

1. THE SHIFT IN POWER. THE POWER AND AUTHORITY TRADITIONALLY HELD BY BOARDS AND ADMINISTRATORS ARE NOW SHARED WITH EMPLOYEES DUE TO COLLECTIVE BARGAINING. THE DEVELOPMENT OF A MANAGEMENT TEAM IS A LIKELY ALTERNATIVE FOR ADMINISTRATORS AND BOARDS OF EDUCATION.
2. INCREASING PRESSURE ON ADMINISTRATORS. ADMINISTRATORS FIND THEMSELVES IN AN EVER EXPANDING ROLE INVOLVING DEMANDS AND CRITICISMS FROM SCHOOL PATRONS. TEAM MANAGEMENT CAN BE THE VEHICLE FOR DEVELOPING A "UNITED FRONT."
3. LEADERSHIP OF EDUCATION MANAGEMENT ORGANIZATIONS. WHILE MANAGEMENT ORGANIZATIONS WILL SEE ADVANTAGES TO THIS CONCEPT....IT IS ALSO TRUE THAT SOME MANAGEMENT GROUPS WILL ADVOCATE "ADMINISTRATOR UNIONS" TO ACHIEVE REAL OR PERCEIVED ORGANIZATIONAL ADVANTAGES.

THE REAL ANSWER, HOWEVER, TO THE QUESTION "WHY HAVE IT".... LIES IN THE EQUATION ON THE COVER OF THE BOOKLET:

E D = Q x A....EFFECTIVE DECISIONS EQUAL THE MULTIPLICATIVE POWER OF THE INTERACTION OF QUALITY AND ACCEPTANCE.

ACCORDING TO NORMAN MAIER....AN EFFECTIVE DECISION IS ONE THAT MEETS TWO CRITERIA: (1) IT HAS HIGH TECHNICAL QUALITY AND (2) IT IS ACCEPTABLE TO THOSE WHO WILL IMPLEMENT THE DECISION.

THUS....THE REAL REASON FOR HAVING A MANAGEMENT TEAM IS TO ASSURE BETTER DECISIONS....DECISIONS WHICH WILL BE EF-

FECTIVELY IMPLEMENTED.

IV WHO'S ON IT?

SOME WAG ONCE SAID THAT ITS EASY TO KNOW WHO'S ON THE MANAGEMENT TEAM. HE SAID THAT, "DURING A STRIKE....THOSE WHO SHOW UP ARE ON THE TEAM....AND THOSE WHO DON'T.... AREN'T."

IN THINKING THROUGH WHO IS ON THE TEAM PERHAPS IT WOULD BE WELL TO UNDERSTAND THE COMMITMENTS THAT MUST BE MADE BY VARIOUS MEMBERS AND COMPONENTS OF THE TEAM. IT SHOULD BE OBVIOUS THAT A RE-DEFINED ROLE IS NECESSARY FOR ALL PARTIES CONCERNED:

1. BOARDS OF EDUCATION MUST UNDERSTAND THAT A COMMITMENT TO THE MANAGEMENT TEAM APPROACH WILL REQUIRE THAT ADMINISTRATORS BE TREATED AS MANAGEMENT. THIS INCLUDES MATTERS OF PARTICIPATION, COMPENSATION, AND SUPPORT BY OTHER TEAM MEMBERS. THE BOARD ALSO MUST RECOGNIZE THAT ADOPTION OF THE MANAGEMENT TEAM WILL REQUIRE AN INVESTMENT OF ADDITIONAL TIME AND EFFORT.
2. THE SUPERINTENDENT MUST BE WILLING TO RELINQUISH PREVIOUSLY HELD POWER AND INFLUENCE. SINCE THE MANAGEMENT TEAM FUNCTIONS LARGELY AT THE DISCRETION OF THE CHIEF EXECUTIVE OFFICER, IT IS IMPORTANT THAT PROVISIONS BE MADE FOR GREATER PARTICIPATION BY OTHER ADMINISTRATORS IN THE DECISION-MAKING PROCESS. THIS DOES NOT MEAN THAT THE BOARD OF EDUCATION WILL NO LONGER HOLD THE SUPERINTENDENT AC-

COUNTABLE FOR MANY KEY DECISIONS.

3. THE TREASURER IS IN THE UNIQUE POSITION OF MAINTAINING A DELICATE BALANCE BETWEEN BEING DIRECTLY ACCOUNTABLE TO THE BOARD OF EDUCATION WHILE AT THE SAME TIME SERVING AS A FINANCIAL CONSULTANT TO THE SUPERINTENDENT. BUSINESS OFFICIALS MUST RECOGNIZE THAT THE SUPERINTENDENT, AS THE LEADER OF THE ADMINISTRATIVE TEAM, SERVES AS THE LIAISON BETWEEN THE ADMINISTRATIVE TEAM AND THE POLICY TEAM.

4. ADMINISTRATORS MUST RECOGNIZE THAT LEAVING THE RANK OF TEACHERS TO BECOME A PART OF MANAGEMENT BRINGS WITH IT A CHANGE IN EXPECTATIONS ON ISSUES SUCH AS EXCESSIVE JOB SECURITY. IN ADDITION, IT SEEMS CLEAR THAT COLLECTIVE BARGAINING BY ADMINISTRATORS IS INCOMPATIBLE WITH THE MANAGEMENT TEAM APPROACH TO OPERATING PUBLIC SCHOOLS.

V HOW DO YOU KNOW IF YOU HAVE IT?

THIS IS AN INTRIGUING QUESTION. WE HAVE HAD MORE THAN ONE SITUATION IN OHIO WHERE A SUPERINTENDENT HAS ADVISED THE EXECUTIVE DIRECTOR OF BASA THAT HIS DISTRICT HAS AN EXCELLENT MANAGEMENT TEAM....AND AT THE SAME TIME THE PRINCIPALS IN THAT DISTRICT ARE COMPLAINING TO THEIR ORGANIZATION THAT THEY HAVE NO INPUT AT ALL. FRANKLY -- THE BOARD MEMBERS IN THAT SETTING MAY NOT KNOW WHAT THEY HAVE.

WE DECIDED IN OHIO....THAT WE NEEDED "A MANAGEMENT TEAM SELF-EVALUATION SCALE." WE SUGGEST THAT MEMBERS OF THE MANAGEMENT TEAM UTILIZE THE SCALE APPEARING ON PAGES 14-16

OF OUR BOOKLET. AS YOU KNOW....THE INSTRUMENT ITSELF IS NOT IMPORTANT. TALKING ABOUT THE SUBJECT IS!

NOTE THAT THE FIRST QUESTION IS "HAS THE BOARD OF EDUCATION MADE A COMMITMENT IN WRITING TO THE MANAGEMENT TEAM CONCEPT?" THIS MEANS....HAS THE BOARD ADOPTED A POLICY?

SAMPLE EVALUATION STATEMENTS INCLUDE: (SEE BOOKLET FOR ENTIRE SELF-EVALUATION SCALE)

1. AN EFFECTIVE COMMUNICATION SYSTEM EXISTS BETWEEN AND AMONG ALL LEVELS OF THE MANAGEMENT TEAM.
3. THE BOARD OF EDUCATION APPRECIATES AND SUPPORTS THE EFFORTS OF DISTRICT ADMINISTRATORS.
6. ADMINISTRATORS HAVE AN OPPORTUNITY TO SUGGEST ITEMS FOR THE AGENDA OF THE ADMINISTRATIVE MEETINGS.
11. INPUT FROM ADMINISTRATORS IS SOLICITED AS PROPOSED BOARD POLICIES ARE BEING DEVELOPED.
16. THE DISTRICT HAS A FAIR AND RATIONAL PROCEDURE FOR DETERMINING SALARIES AND FRINGE BENEFITS FOR ADMINISTRATORS.

VI CONCLUSION

PLEASE RECOGNIZE THAT OUR MANAGEMENT TEAM CONCEPT IS NOT A PANACEA. IN FACT -- IN SPITE OF OUR EFFORTS -- PROGRESS SEEMS VERY SLOW TO SOME PERSONS.

FURTHER....I WANT TO POINT OUT THAT A MANAGEMENT TEAM APPROACH DOES NOT MEAN THAT DECISIONS ARE REACHED BY A MAJORITY VOTE.

EVEN WHEN WE CAN SEE THE POWER OF PARTICIPATION IN THE MANAGEMENT TEAM....THE DESIGNATED LEADER OF THE TEAM IS ACCOUNTABLE FOR THE FINAL DECISION. THIS ACCOUNTABILITY CANNOT BE DELEGATED TO THE TEAM....THE BOARD WILL STILL HOLD THE SUPERINTENDENT RESPONSIBLE.

FINALLY....I'M SURE YOU RECOGNIZE THAT THERE IS NO SINGLE BEST FORMULA FOR DEVELOPING AND IMPLEMENTING A MANAGEMENT TEAM. THIS STATEMENT BY DOUGLAS MCGREGOR, HOWEVER, APPLIES TO MOST ANY TEAM APPROACH:

> "FADS WILL COME AND GO. THE FUNDAMENTAL FACT OF MAN'S CAPACITY TO COLLABORATE WITH HIS FELLOWS IN THE FACE-TO-FACE GROUP WILL SURVIVE THE FADS AND ONE DAY BE RECOGNIZED. THEN, AND ONLY THEN, WILL MANAGEMENT DISCOVER HOW SERIOUSLY IT HAS UNDERESTIMATED THE TRUE POTENTIAL OF ITS HUMAN RESOURCES."